



Overseas Development
Institute



Annual Report 2009

The UK's
leading think tank
on international
development and
humanitarian
issues

About ODI (www.odi.org.uk)

Our mission



ODI is Britain's leading independent think tank on international development and humanitarian issues. Our mission is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods in developing countries. We do this by locking together high-quality applied research, practical policy advice and policy-focused dissemination and debate. We work with partners in the public and private sectors, in both developing and developed countries.

Who we are

ODI has more than 120 staff based in its London offices at any one time, including researchers, communicators and other support staff. A diverse and multi-disciplinary team of around 80 researchers carries out cutting-edge work on a vast range of issues with specialist teams providing communications, human resources, IT and facilities support.

What we work on

ODI works across a wide range of sectors that have a direct impact on the well-being of the poorest people in developing countries. In 2008-2009, key areas of work included the global financial crisis and climate change, as well as our five priority themes: the Millennium Development Goals; the future of aid; growth; risk; and the role of think tanks in development.

More than 20 research programmes gather and present evidence, taking part in key international development and humanitarian debates. In each case, ODI aims to bridge the gap between research and policy.

ODI can call on nearly 50 years of experience and knowledge to provide a unique combination of depth and responsiveness in the face of sudden shocks, such as the food, fuel and financial crises of 2008 and 2009, while helping to chart a long-term course for sustainable and genuine human development.

What we offer

With a reputation for high-quality research and policy advice, ODI is in demand by governments, international institutions and other partners around the globe. In addition to applied research and policy advice, ODI offers consultancy services that include monitoring and evaluation and the development and delivery of tailored training courses, as well as expertise in communications and knowledge management.

In the past year, ODI has been contracted by more than 15 donor governments. We also carried out assignments for the Commonwealth Secretariat, the European Commission, the European Parliament, the Organisation for Economic Cooperation and Development (OECD), the Southern African Development Community (SADC), as well as many international financial institutions, charities, multinational companies, non-governmental organisations, think tanks and United Nations agencies.

ODI resources

ODI resources capture our work on these areas, ranging from short blogs and Opinions, to Working Papers on preliminary research results, and Briefing Papers for policy-relevant research analysis. We produce two international peer-reviewed journals, *Development Policy Review* and *Disasters*, as well as a range of multimedia content for online viewing and listening.

ODI events

ODI holds around 80 public meetings, workshops and seminars in London every year, attracting expert speakers from around the world. ODI also holds regular event series, taking a detailed look at key development issues. Many events held at ODI can be viewed live online.

ODI Fellowship Scheme

The ODI Fellowship Scheme has given postgraduate economists an opportunity to work in the public sector of developing countries since 1963. Today, there are more than 80 Fellows in post, working with the governments of more than 20 developing countries.

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Cover image: Curt Carnemark/World Bank

Council Members

Those marked * are also Board Members
Those marked > are newly elected Council Members

***Lord Adair Turner, Chair of ODI from December 2007**, Chairman of the Financial Services Authority and Chair of the Committee on Climate Change. Visiting Professor at the London School of Economics and Cass Business School, City University.

***Avinash Persaud, Deputy Chair of ODI from December 2007** (Council Member and Trustee since 2000), founder and Chairman of Intelligence Capital. Holds the Mercer Memorial Chair in Commerce at Gresham College, is a Governor and Member of the Council of the London School of Economics, a member of the Board of the Global Association of Risk Professionals and Chair of the CBC Working Group on investment flows.

Mike Aaronson worked for 17 years with Save the Children UK, retiring as Chief Executive in 2005. Non-Executive Chairman of Oxford Policy Management, Chairman of Frimley Park Hospital NHS Foundation Trust and Chairman of the Centre for Humanitarian Dialogue, Geneva. A Civil Service Commissioner and a Visiting Fellow of Nuffield College, Oxford.

Tony Baldry, Conservative MP, Vice-Chair of the All Party Parliamentary Group on Overseas Development and former Chair of the International Development Select Committee (2001-2005).

***Andrew Barnett**, Director of The Policy Practice Ltd, an economist with extensive experience of energy and technology policy analysis in developing countries.

Susan Barron, ODI Staff Member of Council (see page 27).

Hugh Bayley, Labour MP and member of the International Development Select Committee, Chair of the Parliamentary Network on the World Bank and Chair of the Economic and Security Committee of the NATO Parliamentary Assembly.

Professor Jo Beall, Deputy Vice Chancellor of the University of Cape Town. Former Professor of Development Studies at the London School of Economics.

Alan Beattie, World Trade Editor of *The Financial Times*. Formerly an economist at the Bank of England.

Malcolm Bruce, Liberal Democrat MP, Chair of the International Development Select Committee. Chair of Globe UK, President of Globe International.

>Sir Suma Chakrabarti, appointed Permanent Secretary at the Ministry of Justice in November 2007. Began his career as an ODI Fellow before working with the Overseas Development Administration, the Treasury and at the Cabinet Office. Became Permanent Secretary at the UK Department for International Development (DFID) in 2002.

Tony Colman, Director of the Africa Practice and a former Labour MP. A member of the International Development Select Committee while in Parliament. Now at the School of International Development at the University of East Anglia.

***William Day**, Chairman of the Sustainable Development Commission, Chairman of Water and Sanitation for the Urban Poor (WSUP), Special Advisor to UNDP, a Senior Associate of the University of Cambridge Programme for Industry and Sustainability Advisor to PricewaterhouseCoopers.

Richard Dowden, Director of the Royal African Society and a writer and journalist on Africa. Former Africa Editor of *The Independent* and *The Economist* and worked on *The Times*. Author of *Africa: Altered States*, *Ordinary Miracles*, Portobello Books (2008).

Larry Elliott, Economics Editor at *The Guardian*. Also on the editorial board of *Catalyst* and a Visiting Fellow at the University of Hertfordshire.

Professor Frank Ellis, Professor in agricultural economics at the School of Development Studies, University of East Anglia.

Professor Diane Elson, member of the Department of Sociology and the Human Rights Centre at the University of Essex. Former member of the Millennium Project Task Force on MDG3 to Promote Gender Equality and Women's Empowerment and Special Advisor to the Executive Director at UNIFEM. Member of the Strategic Research Board of the Economic and Social Research Council.

>Dr Ian Goldin, Director of the James Martin 21st Century School (University of Oxford). Director of Development Policy at the World Bank before becoming the Bank's Vice President. Prior to that, Chief Executive and Managing Director of the Development Bank of Southern Africa. Served as an adviser to President Nelson Mandela.

Dr Guy Goodwin-Gill, Senior Research Fellow of All Souls College and Professor of International Refugee Law at the University of Oxford. President of Refugee and Migrant Justice, and Patron of AsylumAid in London.

Nik Gowing, main programme anchor for BBC World News, the BBC's 24-hour international TV news and information channel.

***Ann Grant**, Vice Chairman of Standard Chartered Capital Markets Ltd. British High Commissioner to South Africa (2000-2005).

>Lisa Harker, Co-Director of Institute for Public Policy Research (IPPR) and former Chair of the Daycare Trust. Worked previously for Save the Children, BBC News and Child Poverty Action Group. An Associate of Oxford University's Department of Social Policy and Social Work.

>Lord Michael Hastings, Global Head of Citizenship and Diversity with KPMG. Was the BBC's first Head of Corporate Social Responsibility. A Non-Executive Director for British Telecom on BT's Board of Responsible and Sustainable Business. Trustee of the Vodafone Group Foundation and a member of the World Economic Forum's Global Agenda Council on Diversity and Talent.

Edward Hedger, ODI Staff Member of Council (see page 26).

***Isobel Hunter**, Independent Human Resources consultant with a focus on international organisations in the not-for-profit and public sectors.

Baroness Margaret Jay, Senior Non-Executive Director of the Independent Media Group and a member of British Telecom's Corporate Social Responsibility Committee. Has been a Member of the House of Lords since 1992. Former Leader of the House of Lords, Minister for Health (1997-1998), and Minister for Women (1998-2001).

Sir Richard Jolly, Director of the Institute of Development Studies (IDS) (1972-1981), then Deputy Executive Director for Programmes at UNICEF (1982-1995). The architect of UNDP's *Human Development Report* for five years. Now a Research Associate at IDS, working on human development and UN Intellectual History.

***Richard Laing**, Chief Executive of CDC Group plc, the UK's bilateral Development Finance Institution. Has held a number of positions at De La Rue plc in Brazil and the UK, latterly as Group Finance Director. Was formerly a Non-Executive Director of Camelot plc, worked in agribusiness in developing countries, and at PricewaterhouseCoopers.

***Professor Michael Lipton**, Research Professor at the Poverty Research Unit, University of Sussex. A Fellow of the British Academy, CMG, Advisory Committee of HarvestPlus and on the Board of International Development Enterprises (UK). Author of *Land Reform in Developing Countries: Property Rights and Property Wrongs*, Routledge (2009).

>David Mephram, Director of Policy at Save the Children, UK. Formerly Associate Director and Head of International Programme at IPPR and Special Adviser to Clare Short, former Secretary of State for International Development.

Professor Anne Mills, Professor of Health Economics and Policy, London School of Hygiene and Tropical Medicine. Director of Health Economics and Financing Programme and Head of Department of Public Health and Policy.

>Dr Robin Niblett, Director of Chatham House (the Royal Institute of International Affairs). Former Executive Vice President and Chief Operating Officer of the Center for Strategic and International Studies, Washington DC.

Baroness Lindsay Northover, Liberal Democrat Spokesperson on International Development in the House of Lords. Has served on the European Union Foreign Affairs, International Development and Defence Select Committees. Officer of the All Party Parliamentary Group on Overseas Development.

Salil Shetty, Director of the United Nations Millennium Campaign and former Chief Executive of ActionAid.

Dr Diane Stone, Professor in Politics and International Studies at the University of Warwick. Professor of Public Policy at the Central European University in Budapest and Member, International Advisory Council, Policy Studies Organization in Washington DC.

Tidjane Thiam, Chief Executive of Prudential plc and former Chief Executive of Aviva Europe. Non-Executive Director of Arkema in France.

***Sue Unsworth**, Research Associate with the Governance Team at IDS, University of Sussex, and Principal with The Policy Practice. Formerly Regional Director for Asia and Chief Governance Adviser at the Department for International Development.

***Stewart Wallis**, Executive Director of nef (the new economics foundation). Formerly at the World Bank before joining Oxfam as International Director in 1992.

***Baroness Janet Whitaker**, Vice-Chair of the All Party Parliamentary Groups on Overseas Development and on Ethiopia. Member of the Advisory Council of TI(UK), the UNA-UK Advisory Panel and the Advisory Board of the British Institute of Human Rights.

Ngairé Woods, Professor of International Political Economy, Oxford University and Director of the Global Economic Governance Programme at University College, Oxford.

Introduction



Adair Turner,
ODI Chair

Last year, this Annual Report commented on the surge of economic growth in developing countries. There were major challenges to contend with, not least rising food and fuel prices, but there was also growing optimism that the global economy was on the right track and that poverty levels were really declining, once and for all. The main development challenge was to ensure that rapid economic growth was equitable and climate resilient.

One year on, the world is a very different place and the economic landscape has changed beyond recognition. The financial and economic crisis that began in the OECD countries has spread to developing countries that are, in many cases, poorly equipped to deal with the fallout.

Throughout this tumultuous year, the Overseas Development Institute has demonstrated time and again why it is one of the world's leading development think tanks. Drawing on almost 50 years of research experience, ODI has been able to produce the right information at the right time to outline the risks of the crisis to developing country economies, to ordinary people and to aid budgets.

Time and again, ODI has reminded policy-makers of the need to maintain and expand development funding as a bulwark against the impact of economic collapse; to avoid 'one size fits all' responses and to ensure that environmental concerns are not swept aside in attempts to jump-start ailing economies.

Through it all, the Institute was led with flair

‘Throughout this tumultuous year, ODI has demonstrated time and again why it is one of the world’s leading development think tanks’

The financial crisis that began in rich countries is being felt worldwide.



and vision by Simon Maxwell in his last year as ODI Director. Always one step ahead, Simon ensured that ODI was able to set the agenda on key development issues around and beyond the crisis, from climate change, to food prices, to fragile states. Simon was eager to transform researchers into policy entrepreneurs – world-class experts who can also tell a good story – and this Annual Report is a reflection of that legacy, featuring Stories of Change that have been driven by ODI over the past year.

I would like to thank Simon for more than a decade of outstanding leadership. I also welcome our new Director, Alison Evans, who takes up her role at a time of unprecedented change in development, with debates raging on the potential impact of the financial crisis, the very nature of aid and governance, the dangers of climate change and the prospects for progress on the Millennium Development Goals. Alison brings a wealth of experience and knowledge to all of these debates, having worked in academia, at the World Bank and as Director of ODI's own Poverty and Public Policy Group since 2006. An economist with expertise on poverty, public policy, aid and aid effectiveness, she is well versed in the key issues on the development agenda. With Alison at the helm, I am certain that ODI will continue to challenge, enlighten and inspire on behalf of the world's poor.



A think tank with a difference

Alison Evans, ODI Director



The global turmoil of the past year has reconfirmed the need for independent evidence and advice to keep the issues of greatest importance for the world's poorest people at the top of the international policy agenda. Looking back at the year, I feel that it epitomises what ODI does best: bringing rigorous research and policy-focused analysis into the public domain, and convening debate on the right things, at the right time and in the right way.

ODI is – and must continue to be – a think tank with a difference. A think tank with the capacity to generate state-of-the-art knowledge and the flexibility to inspire and inform policy and practice as it develops. A UK think tank with a global reach; exchanging ideas and learning from others through partnerships and national and regional communities of practice. And a think tank that nurtures its independence; offering support but unafraid to challenge whenever necessary.

In 2008-2009, ODI brought its critical analysis and advice centre stage, with a stream of work around the food price crisis, a high profile meeting series on climate change and development and a substantial body of work on the impact of the financial crisis on developing countries. This included a unique monitoring study of the effects of the crisis in 10 developing countries and a conference on the growth and equity dimensions of the crisis. We also examined the effects on children, social protection systems and fragile states.

In March 2009 ODI launched a Development Charter for the G-20 London summit. The Charter addressed the policy challenge of restoring growth and development in the world's poorest economies to safeguard development progress with an emphasis on how to 'build back better'. As the financial crisis continues, ODI is well placed to increase understanding of its effects and to outline policy responses that could work for specific countries.

But there is no room for complacency. The global financial crisis has cast doubt on the prospects of achieving the Millennium Development Goals and may, according to latest estimates, push more than 90 million more people into poverty. The long shadow of the banking crisis is likely to undermine financial globalisation for many decades, while other aspects of globalisation now appear less robust. Climate change is likely to be a game changer for development, shifting our assessment of the risks to, and the rewards from, growth and development in new directions.

Changing times also compel us to reflect on our core institutional values and our strategic positioning within the wider international development community. As we approach our 50th year in 2010 we need to consider the shape of ODI in the years to come. We need to consider:

- how to preserve our reputation for quality and in-depth policy-relevant research when the issues are so fast moving;
- how to make sure that we are tackling the short-term issues while keeping our eye on more enduring development challenges;
- how to further enhance the links between ODI, national and regional knowledge networks and critical international policy processes;
- how to make the most of our collaborations and institutional-level partnerships, both close to home and internationally; and
- how to ensure that we do a better job of monitoring – and learning from – our successes to ensure our continuing impact.

Shared global challenges need shared and innovative global solutions, backed by international institutions that are legitimate, accountable and able to deliver. The global development goal posts are shifting rapidly, and on a massive scale. So ODI cannot afford to stand still. The shifts and challenges of the global development agenda have a direct impact on what we need to work on, and how, in the coming years.

This Annual Report sets the scene, with Stories of Change that demonstrate just some of our impact over the past year. ODI colleagues are encouraged to look beyond research alone, to become fully-rounded 'policy entrepreneurs' and, in this Annual Report, we weave together stories that have resonated with policy-makers and contributed to lasting change.

They describe how ODI has changed the debate around reintegration in Southern Sudan and helped developing countries gauge the real meaning of Economic Partnership Agreements. There are stories on our work to highlight the impact of the global financial crisis on developing countries and to ensure that those who live in, and rely on, the world's forests are part of the climate change debate. And there is a story on how ODI assesses the very nature of change itself – how it happens, what fuels it and what think tanks need to know to generate change.

Eleven years ago, my predecessor Simon Maxwell asked a crucial question in his first ODI Annual Report: 'what is ODI for?' His conclusion – to inspire and inform policy and practice that contribute to the reduction of poverty and suffering – is as relevant today as it ever was. It is a privilege to take up the leadership of such a vibrant Institute, and an honour to work with such dynamic, world-class colleagues. They give ODI its unique flavour by combining the depth of knowledge that comes with almost 50 years of history with the ability to respond – with speed and skill – to an ever changing development agenda.

A think tank with a difference needs to think outside the box.

'Looking back at the year, I feel that it epitomises what ODI does best: bringing rigorous research and policy-focused analysis into the public domain'



Seeing where the shoe pinches

ODI has tracked the negotiations on Economic Partnership Agreements (EPAs) for more than a decade. EPAs aim to create free trade areas between the European Union and the countries of Africa, the Caribbean and the Pacific (ACP), and have been the subject of heated debate.

Last year, ODI used its years of expertise to check hurriedly concluded 'interim' EPAs for flaws, working in close partnership with the European Centre for Development Policy Management and with funding from the Netherlands Ministry of Foreign Affairs and the Commonwealth Secretariat. As a result of ODI's findings, the European Union decided to give countries more time and flexibility to fine tune the agreements.

ODI is now helping ACP governments and stakeholders use this extra window to pinpoint any changes that are needed in the agreements they initialled at the end of 2007.

Until now the EPA debate has been, to some extent, shadow-boxing. ODI has had some influence on governments and has helped to raise awareness. But it is only now – with the detailed agreements in place – that we can see where the EPA shoe will really pinch. ODI is reviewing specific EPAs, working with governments on a confidential basis to identify where and how changes are needed.

One African country, for example, feared that an EPA would impose heavy costs but was not fully aware of the costs of not signing. It felt that not signing might be a cheaper option. A cost-benefit study by ODI showed that either option – signing or not signing – would carry a cost. However, while it might be possible to address the cost of an EPA, there is no way to address the cost of remaining outside an agreement. In other words, you have to be in it to win it. Since then, this particular country has been able to negotiate a more pragmatic EPA deal that reduces the costs of signing.

ODI has been poring over every word of many EPAs to highlight any grey areas, such as the possible impact on imports, exports and domestic markets between neighbouring ACP countries. One country, for example, already has legislation in place that requires all milk to be processed domestically. Will this policy be illegal under its EPA?

Cameroon has banned the imports of cheap chicken from the European Union that once flooded its markets. And the small countries in the Southern African Customs Union have some partial bans on imports from mighty South Africa to safeguard their markets for domestic producers. Are such bans permitted under their EPAs?

ODI is in the thick of it, working to ensure that governments are aware of the implications of the EPA 'small print'.

www.odi.org.uk/growth

'The expertise of ODI has been invaluable in highlighting what these agreements will mean for individual countries'

Ingrid Kersjes, Policy Adviser, Sustainable Economic Development Department, Netherlands Ministry of Foreign Affairs

Right: What do Economic Partnership Agreements really mean for a child in the Solomon Islands, for example?



Left: Zambia – a country examined by ODI and its partners to see how budget support is working.

Telling the truth about aid

Since the signing of the Paris Declaration in 2005, there has been a compact between developed and developing countries: the former would increase the quantity and quality of aid; the latter would use aid more effectively and 'own' their development strategies. Yet aid programmes are still driven by conflicting messages around ownership and accountability, with donor countries concerned about loss of control over aid for domestic political reasons. As a result, a significant percentage of aid spending still goes to donor-run projects, increasing the risk of undermining local ownership and systems of accountability. Support for general and sector budgets – aid going directly to the national budgets of developing countries – is the loser. The impact is significant with, for example, government staff in Uganda having to deal with over 1,000 different projects and authorities in Cambodia hosting more than 400 donor visits each year.

ODI's work supports the case for a shift to a virtuous circle of aid effectiveness, based on country ownership and the strengthening of national service delivery systems. An ODI-created evaluation framework is used widely by governments and others to evaluate the impact of budget support. In 2008, it was used for a study funded by the UK Department for International Development (DFID) on sector budget support in practice, under the umbrella of the Strategic Partnership with Africa (SPA). The study – undertaken with the Mokoro consultancy – examined how well sector budget support (SBS) meets the needs of developing countries and donors. The study prioritised local knowledge, partnering with Country Reference Groups to review education in Mali, Rwanda and Uganda, health in Mozambique, and health and roads in Zambia. Shorter studies were also conducted on local government in Uganda and Tanzania, agriculture in Mozambique and health in Tanzania.

The study found that sectors tend to be 'policy rich, implementation poor'. Plans struggle to become results, such as improved service delivery. In Zambia, where the study was hosted by the European Commission, sectors are hampered by donor fragmentation in the case of health, and by government fragmentation in the case of roads. While SBS has supported service delivery expansion, it has been less successful in improving delivery processes, particularly where donors have special earmarking and accounting requirements.

The research has helped to raise the bar on budget support evaluation, showing the benefits of a more collaborative approach. The findings were presented at a workshop in Tanzania, where participants invited by the SPA included senior officials from all sectors. The study revealed, above all, that the process of evaluation was as important as the final product in raising debate, focusing attention and having an impact.

www.odi.org.uk/themes/aid

'ODI's work is providing insights on budget support that could help African governments and donor agencies enhance the effectiveness of this aid instrument'

Jeremy Clarke, Supervisor of the study on behalf of the UK Department for International Development

Staying ahead of the crisis curve

As the storm clouds of the financial and economic crisis gathered in 2008, all eyes focused on the possible impact of recession in rich countries. But ODI highlighted the potential implications for the world's poorest countries early on. By October 2008 we had mapped out the transmission belts that were carrying the crisis to developing countries, and which countries would be hit by a crisis that was none of their making. By November, we had an early calculation of the likely damage: a 25% fall in international financial flows to the developing world in the coming year. By January 2009 we were providing policy advice to European Union development ministers. By February we were suggesting a 'rainbow stimulus' for developing countries, combining three ideologies: the blue of market forces; green of environmental sustainability; and red of state interventionism.

ODI has examined the likely impact of the crisis on children in developing countries, on fragile states in Africa, on small economies, and on trade, private flows and remittances. We have gathered leading speakers at a series of public events. And we have outlined the opportunities presented by the crisis to change global governance: breathe new life into multilateralism; restructure the World Bank; have the EU act as one; and create a stronger role for the United Nations on crisis monitoring.

We stepped up the pace for the G-20 summit in London, producing our *Development Charter for the G-20* – a broad analysis by our leading experts on what the crisis means for development, plus policy solutions. The Charter reflected ODI consensus on the need for better monitoring of the impact of the crisis on the poor; opposition to protectionism; the need for an additional \$50 billion fiscal stimulus for Africa; a commitment to social protection; the need for 'green' growth; and governance reform to open the 'clubs' of the big economies to the developing world. Above all, it showed that every country, rich or poor, is interdependent. The Charter was welcomed by research peers worldwide, from the Centre for Policy Dialogue in Bangladesh, to the African Economic Research Consortium.

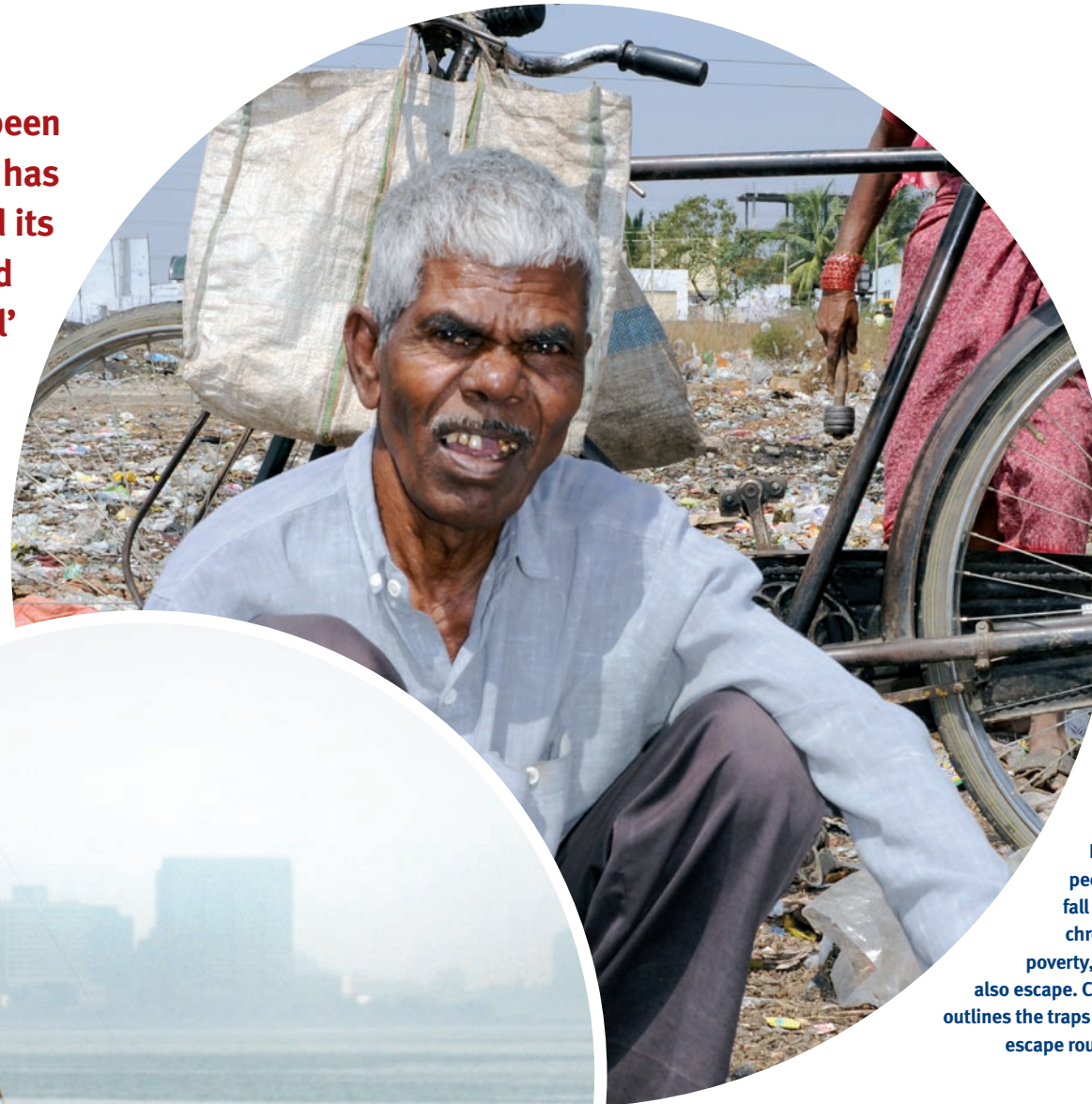
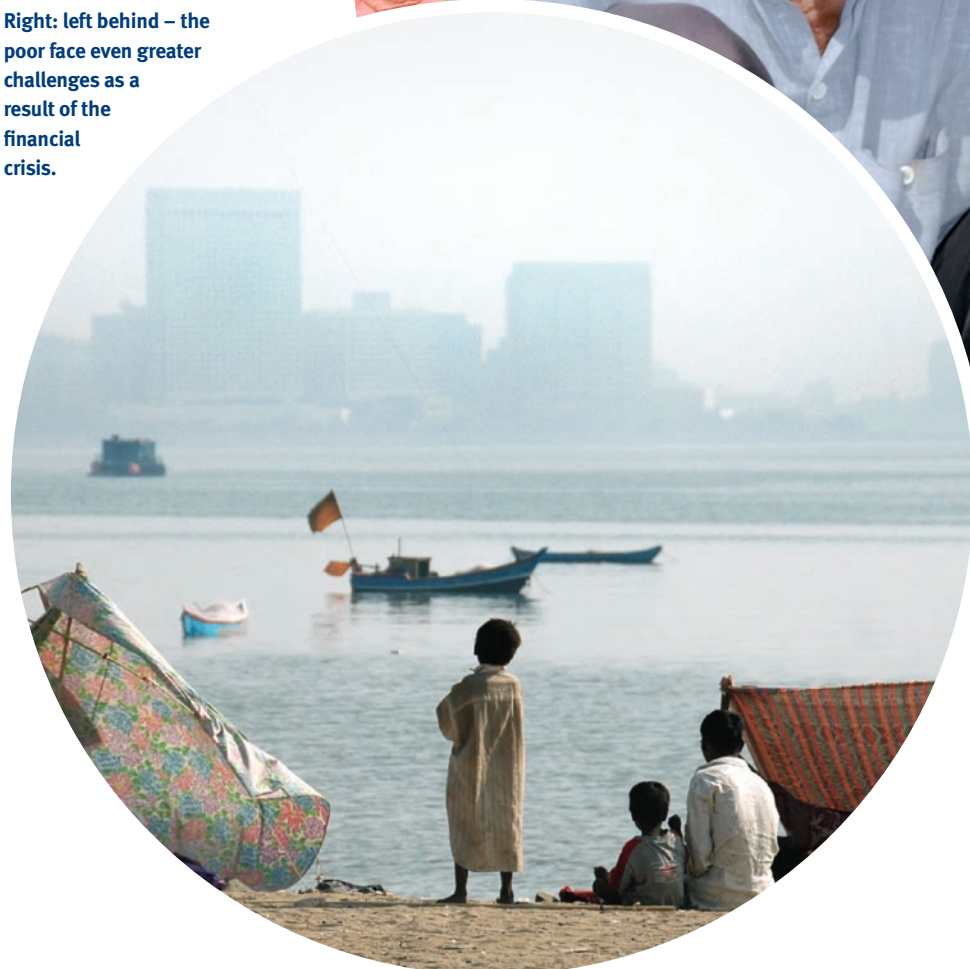
Meanwhile, ODI worked with more than 40 researchers in 10 developing countries to see how those countries would be hit by the crisis. The findings were stark: they would be hit harder than expected, and were already seeing falling trade, dwindling remittances and job losses. The Dutch, British, Swedish and Danish development agencies have drawn on the study for consultations with their embassies and offices in developing countries, as well as for development policy responses at home, and our work on the crisis has been highlighted by the world's most influential economic media. Without drawing breath, we prepared for the September 2009 G-20 in Pittsburgh, USA.

www.odi.org.uk/financial-crisis

'ODI's work on the financial crisis has been invaluable. Its scale has been ambitious, and its findings have proved informative for us all'

Douglas Alexander, Secretary of State for International Development, UK

Right: left behind – the poor face even greater challenges as a result of the financial crisis.



Left: people fall into chronic poverty, but also escape. CPRC outlines the traps and escape routes.

Shifting the debate on poverty reduction

The story of ODI's work on the Millennium Development Goals (MDGs) is the story of a high-level partnership that is moving a crucial debate forward. As the 2015 MDGs deadline looms, ODI is working closely with other partners in the Chronic Poverty Research Centre (CPRC) to carry out research and push for action around MDG1: the eradication of extreme poverty and hunger. The emphasis is on chronic poverty – how people enter it, and how they escape – leading to a shift in poverty policies in, for example, India and Uganda.

The CPRC is a global partnership of universities, researchers and non-governmental organisations, including experts from Bangladesh, India, South Africa, Uganda and five west African countries. In the UK, ODI works alongside the Universities of Manchester and Sussex, Development Initiatives and HelpAge International, and plays a leading role in CPRC work on inter-generational poverty.

Having highlighted the numbers living in chronic poverty in its first *Chronic Poverty Report* (2004-2005) – anywhere between 320 and 443 million people – the partnership went further with its second report in 2008. This outlined five poverty 'traps': poor work opportunities; spatial disadvantage, such as living in slums; insecurity and poor health; and limited citizenship. The report proposed policy responses: public services for the hard to reach; building individual and collective assets; anti-discrimination and gender empowerment; and strategic urbanisation and migration. The report was timely, coming right before the G-8 meeting in Japan, and the MDG review at the United Nations in New York, where the Commonwealth Secretary-General enthused about its emphasis on social protection.

CPRC work on inter-generational poverty at ODI in 2008 included a study on Northern Uganda, looking at the long-term impact of conflict on education and poverty in conflict-affected communities. It found most people in the study area living in chronic poverty, with low levels of education. At one study site, only one person had completed secondary school in the past 30 years. The results suggested that education supports resilience, helping people to stay out of poverty during conflicts, and recover once conflicts are over. As one respondent said: 'education gives me the courage to try new crops'.

The study was welcomed by the International Network on Education in Emergencies, the International Rescue Committee, Save the Children and UNICEF, for their work on the importance of education in conflict and post-conflict situations.

Finally, the CPRC proposal for a social protection MDG target has made waves, while a European Union staff paper on the MDGs and the financial crisis used CPRC research to generate debate on what should be added to the MDGs.

www.chronicpoverty.org

'No person should live without hope: their loss is a loss for us all. We must go forward together, and this report shows us how'

John Sulston, Nobel Laureate

The long road home: Sudan

An ODI study in Southern Sudan has changed policy debate on reintegration at the national and international levels.

Worldwide, efforts to return people to their homes after conflicts tend to focus on headcounts and logistics. The ODI study on Southern Sudan has shown the importance of looking beyond the numbers to address underlying issues that can, if neglected, threaten hard-won peace agreements. Some two million people have returned to Southern Sudan since the signing of the Comprehensive Peace Agreement in 2005 and peace has paved the way for lasting development. But the scale of the return has stretched basic services – such as health, education and water – to breaking point, with some areas unable to cope with the influx.

ODI has worked with the UN Mission in Sudan (UNMIS) since 2007 to analyse reintegration, with funding from the UK Department for International Development (DFID), and the Canadian and Danish International Development Agencies. A team of international and Sudanese experts met people in more than 40 communities across Southern Sudan to hear their views, as well as key players from the Government, UN agencies and non-governmental organisations.

Land emerged as one of the biggest issues, with unresolved questions over who owns what. Conflict over land was cited as the biggest risk to returnees and local communities in Southern Kordofan, and lack of access to land was preventing access to housing and services in Juba. Yet land issues were not being addressed, even in areas where tensions over land were extremely high. The ODI study picked out the most urgent issues, including multiple occupation of land and housing, illegal building and the seizure of land by opportunists, as well as the lack of appropriate legislation and coherent mechanisms to address land problems. People also cited unemployment, urbanisation and insecurity as key challenges. Add to these serious language issues, with many returnees speaking English rather than Arabic, and the potential for friction remains. The study also revealed that scarce resources can be flashpoints for tensions between those who have returned and those who never left. A 'hierarchy' can even be seen in water queues, with former refugee women expected to wait at the back of the line.

The study carried these concerns to the highest policy circles. As a result, the Government of Southern Sudan took the lead on a series of workshops in January 2009 to develop an action plan based on its results – a rare chance for ministries, UN agencies, donors and NGOs to work together. And the study prompted a reflection on the need for a policy shift within UNMIS, with underlying issues – including land – being placed at the heart of its debate and the development of a renewed strategy.

www.odi.org.uk/sudan-reintegration

'The ODI study has laid out the critical issues for addressing and sustaining peaceful reintegration of the displaced within the overall implementation of the Comprehensive Peace Agreement'

**Dr. Luka Biong Deng,
Minister of Presidential
Affairs, Office of the
President, Government of
Southern Sudan**



Right:
Going home
at last, but what
awaits them?

Poor people, forests and climate change mitigation

Left: ODI works to ensure that the poor are part of the climate change debate.



'ODI's emphasis on the potential implications of REDD for the poor has contributed a crucial element to the debate about how to include forests in a new climate protection regime'

**Frances Seymour, Director General of the Center
for International Forestry Research**

Deforestation accounts for about 17% of greenhouse gas emissions – more than the world's entire transport sector. Without progress on reducing emissions from deforestation and degradation (REDD), there is little hope of holding global warming to a maximum temperature increase of 2°C. It will be hard, if not impossible, without more focus on the poorest, including those who depend on the world's forests for their livelihoods. Over the past year, ODI has reinforced the need to include the forest-dependent poor in the climate change debate.

Building on years of environmental research and network-building, ODI has drawn together evidence on the need to reduce people's dependency on forests through positive employment and development policies, rather than negative punitive measures. Without such policies, attempts to limit carbon emissions from deforestation may increase hardship for some of the world's poorest and most vulnerable communities.

ODI has worked as part of the Poverty and Environment Partnership, alongside the World Bank, the United Nations, the UK Department for International Development, the International Union for the Conservation of Nature, the World Wildlife Fund and others, on a groundbreaking report: *Making REDD Work for the Poor*, which has been well received in policy circles. This was one of the first reports to put many REDD issues, and their implications for the poor, on the table.

ODI was part of a consortium that produced the *REDD Options Assessment Report*, which has helped the Government of Norway navigate issues around the participation of those who rely on forests. ODI's contribution to the report, for example, outlined how the forest-dependent poor should feature in international mechanisms to reduce deforestation.

The Government of Norway is forging ahead on this issue, providing £1 million over four years to create a dynamic network around the REDD concept. REDD-Net will build the capacity of civil society in Africa, Asia and Latin America to champion the interests of the poor on REDD issues. A practitioner network will share field experiences and pilot activities, and develop tools to help shape REDD policies and projects on a global scale.

The debate on REDD is fairly young, but ODI's long history of networking on environmental issues – with networks in place since the 1980s – means that it brings a unique combination of depth and responsiveness to the table. Over the past year, ODI has helped to 'unpack' the often complex issues around climate change mitigation and the world's forests. In doing so, ODI has highlighted the critical importance of the needs and rights of the forest-dependent poor at a crucial time: as policy-makers prepare for the UN Climate Change Conference in Copenhagen in December 2009.

www.odi.org.uk/forests

How major change happens

Research that could improve the lives of the poorest people often gathers dust on shelves instead of informing policies or practice. With funding from DFID and the Canadian International Development Research Centre (IDRC) among others, ODI works with partners in developing and developed countries to help them infuse complex policy processes with sound evidence. In 2008, the work of our Research and Policy in Development (RAPID) programme was condensed into six key lessons on turning research into practice. These inform the RAPID Outcome Mapping Approach to influencing policy and practice. Our tools contributed to DFID's research strategy paper in 2008, and helped assess DFID's influence on multilateral agencies such as the UN High Commissioner for Refugees.

The six lessons:

- Policy processes are complex and rarely linear or logical. Simply presenting information to policy-makers or practitioners and expecting them to act on it does not work.
- Evidence plays a small role in policy processes. Policy-makers are influenced by their own values, habits and judgement, by lobbyists and marketers and by resource constraints.
- Research-based evidence contributes to policies that change lives. DFID's research strategy cites a 43% fall in deaths among HIV-positive children in Ghana through the use of simple antibiotics.
- Policy and social entrepreneurs need to grasp the big picture. ODI's framework looks at four key areas: external influences; the political context; the evidence itself; and linkages.
- Policy and social entrepreneurs need to be more than good researchers. They need to be political fixers, storytellers, networkers and engineers to build the right programmes. ODI has toolkits on these skills, field tested through more than 30 workshops and training courses worldwide.
- Policy and social entrepreneurs must want change. Turning a researcher into an expert on policy influence takes dedication, time and money. Effective influencing may require organisations to change the way they work.

The RAPID Outcome Mapping Approach builds on these lessons, helping think tanks to focus their policy efforts. Based on a combination of research and practical experience, researchers are urged to ensure their analysis is sound before launching an attempt to change policy. They should define the objective, map the policy context, and identify the target audience and the influence of key stakeholders. Only then should they set out a theory of change and a strategy, alongside the skills that will be needed and an action plan. Finally, a monitoring system is essential to record success and learn from failure. ODI works with think tanks worldwide to share these lessons and methods. www.odi.org.uk/rapid

'ODI has become a strategic partner for our institution: its committed professional support has enhanced the quality of our policy influence efforts'

Javier Portocarrero, Executive Director, Consorcio de Investigación Económica y Social (CIES), Peru

Right: change is complex and seldom, if ever, linear.



Changing the development story

The changes in global communication are dazzling, with new technology increasingly handing communication power to the masses. The online campaign that helped Barack Obama reach the Oval Office, and the mobile phone videos and Twitters that highlight street protests worldwide, are just two examples of the current shift in who is communicating, and how. And the ODI Communications team is changing the way ODI communicates. This means a further shift from quantity, such as the number of media hits, to quality: where and how ODI is cited. A new Twitter account, for example, offers updates on ODI's online activities, with Twitter users re-posting links to ODI event streams, blogs and media hits. Facebook is lowering the barriers to interaction, so a wider audience can comment on our work, while a new flickr.com photo gallery shares images worldwide.

Always well-attended by development practitioners in London, live web streaming of ODI events has taken them worldwide, with viewers logging in from Uruguay to Sri Lanka.

The careful 'packaging' of materials is crucial. Our *Development Charter for the G-20* in March 2009 combined the best thinking from across ODI, arguing for a better deal for poor people in developing countries. It has been welcomed by policy-makers and development practitioners around the world. During President Obama's first week in office, ODI experts blogged on their hopes for the US development agenda, receiving extensive media coverage. And, as shown on page 8, our work on the global financial crisis included a ground-breaking study on how the crisis would affect developing countries, as well as a web page, blogs, Opinion papers and many other resources. This work was cited by major media, including *The Financial Times*, *The Economist*, *New Statesman*, *The Observer* and *The Guardian*, with interviews on BBC World, Al Jazeera, CNN, CNBC and more.

A staff newsletter – ODEye – and 'Week in Focus' events improve staff understanding of each other's work. And the Communications team shares its expertise with researchers worldwide. In 2009, for example, team members will be in Cairo, Colombo and Nairobi for research communication workshops. Its global communication outreach means that ODI is in good shape to mark its 50th anniversary in 2010.

ODI journals: making an impact

ODI's peer-reviewed journals *Development Policy Review* and *Disasters* have achieved excellent impact ratings in 2009. They are ranked respectively 8th and 14th out of 43 journals in the Planning and Development category of Thomson Reuters' ISI citations index. Both draw on the best available research in their fields.

Find out more at www.interscience.wiley.com



Left: Getting the message across means using the right channel for the right audience.

'It's not just the quality of ODI materials, it's the range and accessibility that really helps my work'

Alex O'Donoghue, Research Coordinator, Africa All Party Parliamentary Group

Humanitarian policy

The Humanitarian Policy Group at ODI is one of the world's leading teams of researchers and information specialists on humanitarian issues.

The year 2008 was the most dangerous on record for humanitarian aid workers, according to a report prepared by the Humanitarian Policy Group at ODI, with 260 humanitarian aid workers killed, kidnapped or seriously injured in violent attacks. Kidnappings increased 350% since 2006 and the fatality rate for aid workers from malicious acts exceeded that of UN peacekeeping soldiers in 2008.

These findings were presented in a report from an ongoing study, *Providing Aid in Insecure Environments – 2009 Update: Trends in violence against aid workers and the operational response*, which analyses 12 years of data on attacks on aid workers. The report found that the sharpest increases in attack rates have been on the international (expatriate) staff of NGOs. However, the long-term trend suggests the casualty rate for national staff is rising faster than for international staff.

Most attacks took place in Sudan, Afghanistan and Somalia, where international aid organisations have been identified as legitimate targets by certain armed groups. The report found aid organisations were attempting to disassociate themselves from political actors and reinforce the principles of humanitarian independence and neutrality. But, in the most highly contested political and military environments, this will not necessarily achieve security for aid workers on the front lines.

Reuters ran the story worldwide, generating media coverage in the USA, Canada, India, Australia and elsewhere.

Crisis response, risk reduction and transitions

Despite years of policy debate, current humanitarian approaches are often poorly adapted to the changing needs of those caught up in conflicts or natural disasters. The Crisis Response, Risk Reduction and Transitions team at ODI aims to enhance the effectiveness of humanitarian responses to crises.

In 2008, for example, the team examined the links between protection and livelihoods. As part of a programme review for the Danish Refugee Council, a study on Darfur found that approaches linking protection and livelihoods resulted in greater support to rural populations, helping to reduce the need for people to leave their homes. Similar work in Sri Lanka, meanwhile, highlighted how protection interventions

that helped people obtain personal registration documents also helped them access land, employment and humanitarian assistance, confirming the need for tailor-made responses. www.odi.org.uk/hpg-crisis

Humanitarian Practice Network

The Humanitarian Practice Network (HPN) continued to provide a unique forum for humanitarians in 2008. One highlight was the decision to update the HPN Good Practice Review (GPR) on *Operational Security in Violent Environments*. All GPRs are authoritative guides for practitioners, but *GPR 8*, first published in 2000, is considered the seminal document on humanitarian operational security – widely credited with improving understanding of good practice in security management among operational agencies. It has had an enormous impact on security management in the field and is seen as contributing to growing professionalism and sophistication in humanitarian security.

While much of *GPR 8* remains valid, the security environment for aid workers has changed dramatically in the post-9/11 world, with the lines between peacekeeping, military operations and humanitarian aid increasingly blurred. News of the update has been welcomed by humanitarian agencies, many of whom have included entire sections of the current version in their security materials. The update of *GPR 8* should be completed by the end of 2009, with funding from the US, Swedish and UK governments. www.odihpn.org

ALNAP

ODI hosts the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP), established in 1997 to improve humanitarian performance through increased learning and accountability.

Despite increasing commitment to the assessment of the impact of humanitarian assistance, a wide gap remains between rhetoric and reality. In response, in 2008, ALNAP developed a new framework for improving humanitarian impact assessment and overcoming specific challenges related to a lack of shared understanding, capacity and incentives.

The framework was adopted instantly by key humanitarian agencies, including UN OCHA, Save the Children and a consortium of major NGOs including Oxfam, World Vision and Care, all of whom are using the framework to inform their impact assessment policies and initiatives.

www.alnap.org

Reinforcing the principles of humanitarian independence may not be enough to protect aid workers on the front line



Right: Children at a camp for those displaced by the violence in Afghanistan.

Principles, politics and the international humanitarian aid system

This new programme aims to improve understanding of the links between humanitarianism and politics, assess the implications for humanitarian outcomes and help humanitarians to respond.

There is a focus on hostile and complex political and security

environments, where humanitarians work alongside many others, from agencies to politicians, who may have competing priorities.

Highlights in 2008 included the study on the dangers facing aid workers. The team also explored the practical application of the Good Humanitarian Donorship principles and their relation to other principles, such as those of the Paris Declaration.

All of this work is being combined into a Principles in Practice project to inform the thinking and decision-making processes of humanitarians providing assistance and protection.

www.odi.org.uk/hpg-principles

International economic development

The International Economic Development Group at ODI promotes development by increasing understanding of international economic issues, policy and events and their impact on the poorest people.

Trade policy

ODI is 'unpacking' issues around Aid for Trade (AFT) – aid to help developing countries maximise the benefits of international trade. Hopes were high in 2005 when the World Trade Organization agreed to encourage a new initiative on AFT, yet progress on its implementation remains slow.

An understanding of the best ways to get the AFT initiative moving has always been crucial – and even more so now that trade flows are being undermined by the global financial crisis. Yet there has been little systematic analysis to guide donors on the effective targeting of AFT support. ODI worked with the Commonwealth Secretariat, International Lawyers and Economists Against Poverty and others in 2007 and 2008 to support that analysis.

Our analysis found that AFT support for economic infrastructure and for trade facilitation has been beneficial, while aid to productive sectors has had less impact. It also found that the distinctions between different developing countries are important, but often overlooked in AFT analyses. Small island states, for example, face special problems, such as limited domestic markets and high costs. Without well-targeted support for trade from donors, their problems may deepen as a result of multilateral trade liberalisation.

The analysis suggests that donors would be wise to support trade-related infrastructure and the development of professional skills. They should move faster and stay longer: speeding up disbursements, committing to longer-term AFT and scaling up as part of a shift towards greater aid effectiveness.

www.odi.org.uk/tpp

Business for development

The global financial and economic crisis is changing the way the private sector works in developing countries, as an ODI consultation of businesses has shown. In early 2009, ODI and Business Action for Africa asked a wide range of major UK-based companies, ranging from high-street supermarkets to oil giants, about the impact that the pressures of the crisis were having on the way they engage with developing countries.

It became clear that the crisis is having a major impact, although this varies by sector and by company. One interesting finding was that corporate social responsibility initiatives are suffering where they are seen as optional add-ons, but are being maintained where they are embedded in, and seen as crucial to, the firm's core business.

We asked companies how donors could help preserve private sector support for development. Given the reduced appetite for risk and innovation, companies want more risk-sharing partnerships with donors to help underpin and support ongoing innovation. Such innovation could include, for example, new, inclusive products and business models that meet the needs of the poor, such as cell-phone banking, or new financial instruments that tackle development problems, such as weather-based insurance. The results of the study fed back to the UK Department for International Development to inform its policy response on private sector development, in preparation for the UK Government White Paper on international development.

www.odi.org.uk/bdp

Investment and growth

Cambodia is seeing strong economic progress whittled away by the pressure of the global financial crisis. The country had doubled incomes in a decade, and reduced poverty significantly. But the crisis could transform steady economic growth of around 10% per annum in recent years into negative growth in 2009. One underlying problem is that Cambodia lacks the competitive edge it needs to take its place on the world economic stage.

ODI was commissioned by the United Nations Development Programme, in partnership with Cambodia's Supreme National Economic Council, to examine policies to promote Cambodia's competitiveness. Researchers from many parts of ODI worked with Cambodian researchers to examine competitiveness at national, sectoral and company level using a common methodology and had discussions with more than a dozen government ministers, as well as the Cambodian parliament, the private sector and development partners.

The study found that Cambodia's growth relied heavily on a few export sectors, such as the garment industry, rice and tourism, without a strategy to build on these successes to shift the economy up to a better growth path, as has happened elsewhere in South-East Asia. It also lags behind on the provision of health and, especially, education. As a result, it lacks the key ingredient for sustained competitiveness: a healthy and well-educated population.

The global financial and economic crisis is changing the way the private sector works in developing countries



Right: A thriving economy is good for growth, development and poverty reduction.

Despite progress, per capita income remains low, and relatively low taxes leave the country unable to finance the infrastructure and human resource investment needed to be competitive. And governance constraints hamper prospects for attracting investment and stimulating economic growth.

The study findings, published in early 2009, included practical policy options for the government. It proposed active, market-friendly industrial policies to move the economy to a higher level. This would require some institutional change

and a rethinking of industrial policy with sector-specific suggestions. The study urged investment to improve skills, build infrastructure, stimulate technological development and reduce corruption. The provision of appropriate and good quality education needs to be prioritised if Cambodia is to create jobs and compete successfully in the global economy.

The Government of Cambodia is now considering the implementation of the study's specific recommendations.

www.odi.org.uk/igp

Poverty and public policy

The Poverty and Public Policy Group at ODI combines research and policy engagement at the intersections of poverty, policy and aid.

Aid and public expenditure

The Centre for Aid and Public Expenditure at ODI tackled one of 2008's thorniest aid issues: mutual accountability (MA). Through the Paris and Accra Declarations, more than 100 countries have committed to a new model of partnership, in which donors and partner countries hold one another accountable for development results and aid effectiveness. Yet MA itself remains little explored.

To fill this void, the German development agency (GTZ) commissioned ODI to clarify MA concepts and good practice on behalf of the Development Assistance Committee (DAC). The study covered 19 countries, with a special focus on Rwanda, Mozambique and Vietnam.

The research found that more pieces of the MA puzzle are in place than is generally assumed, and that existing examples of best practice should be shared more widely. The recommendations included the need to 'practice' MA, with countries and donors encouraged to experiment. The recommendations are being considered by DAC, which represents the donor community.

www.odi.org.uk/cape

Growth and equity

The Growth and Equity team aims to help close the gap between two development themes – poverty and economic growth – that have followed separate paths. The poor are not all the same, and the team's research reveals diverse groups that can contribute to, and benefit from, growth.

The work of the team in Zimbabwe, for example, shows how field research can influence donor practice, even in difficult environments, leading to tangible results for local people. With funding from DFID, researchers visited communities to ask local people whether traditional 'safety nets', such as receiving money or food from relatives, were protecting them from the impact of galloping inflation and a crumbling economy. The results suggested that those who were receiving food aid also needed hard cash for household basics such as medicines, clothing, salt or soap.

DFID responded, reporting good news in spring 2009, with all households in the study area receiving cash transfers.

www.odi.org.uk/gep

Politics and governance

The ODI Programme on Politics and Governance (POGO) aims to get leaders and donors to take account of politics in improving development results. In 2008, POGO continued to encourage a shift away from simple recipes for 'good governance', such as giving people 'voice' as an automatic route to accountability. POGO urges a more realistic approach based on context, including the distribution of power and wealth.

The team's work on fragile states is timely, with growing donor recognition that 'business as usual' approaches do not work in countries plagued by conflict and insecurity. POGO's work urged more donor focus on long-term support for state-building. The work is contributing to a shift towards support for the foundations of democracy such as rule of law and security rather than short-term quick fixes, such as one-off elections.

The team is also working with the OECD Network on Governance (GOVNET) to design a two-year work-stream on aid and domestic accountability. This work will feed into preparations for the Fourth High Level Forum on Aid Effectiveness in October 2011.

www.odi.org.uk/pogo

Rights in action

The Rights in Action team aims to improve knowledge on how having rights can bring tangible results for the poorest people. In 2008, the team suggested that donors and governments move beyond rights rhetoric, to assess the true cost of, for example, the right to education or health, and mobilise the necessary resources. This research, published on Human Rights Day 2008, brought a new slant to the 60th anniversary of the Human Rights Declaration.

www.odi.org.uk/ria

Africa Power and Politics Programme

ODI leads the five-year Africa Power and Politics Programme. Launched in 2007, this brings together research centres and think tanks in Africa, Europe and the USA, with funding from DFID and Irish Aid. The programme explores institutional arrangements that could speed African progress towards inclusive development by taking a careful and critical look at what has already worked well in Africa. As research proceeds, the programme is exchanging knowledge with thinkers and activists who share an interest in institutional improvement in Africa.

www.institutions-africa.org

'Yesterday all households received cash transfers for the first time. We have been trying to get cash to them ever since your report'

**Philippa Thomas,
Social Development
Adviser, DFID**



Right: Villagers in Zimbabwe welcome cash for essential supplies.

Social development

The Social Development Programme focuses on gender and generations and how these play out in the policy sphere. Its work on children, for example, explores how children and their families are affected by macro-level shocks and policy choices. In 2008-2009, the team charted the likely impact of the global financial crisis on children in developing countries, with funding from UNICEF and the Chronic Poverty Research Centre.

This authoritative analysis warned of likely increases in child deaths and sickness, child labour and exploitation and school drop-outs, undermining poverty reduction and, potentially, longer-term economic growth. The research pinpointed four key policy areas that could help to ease the impact of the crisis on children and their care-givers: fiscal stimuli; social protection and investment; labour; and aid.

www.odi.org.uk/sdp

Research and policy in development

The Research and Policy in Development Group works with partners in developing and developed countries to turn research-informed evidence into action.

Research alone – no matter how good – may not be enough to inform policy and practice. In 2008, the RAPID team focused on how knowledge, policy and power interact, and how research can be tailored and delivered in a way that has an impact. The work stresses the importance of specific political and policy contexts, bridging the gaps between isolated policy and knowledge ‘communities’, and translating research-based evidence into messages that are culturally palatable and memorable. The RAPID framework for mapping context, our toolkits and tailored workshops and the RAPID Outcome Mapping Approach (ROMA) to influencing policy and practice are the foundations for this work (see page 12). We also advise donors, civil society organisations and governments on improving the way they use research-based evidence for policy changes.

Research

Policy research can have far-reaching impacts on programme design and budget allocations, with tangible impacts for the poor and marginalised. Our research concentrates on the interface between knowledge, policy, power and practice. In 2008, we worked with many partners, including the UK Department for International Development (DFID), the UNDP Oslo Governance Centre, the Research into Use Programme, the International Development Research Centre (IDRC), and the Parliamentary Centre’s office in Ghana, as well as partners from our Evidence-Based Policy in Development Network (ebpdn), to examine six key research issues:

1. the role of different actors (including legislators and think tanks) in evidence-informed policy processes;
2. the extent to which knowledge-policy-power dynamics differ across policy sectors (e.g. trade or governance);
3. the ways in which opportunities for, and constraints to, evidence-informed policy processes differ across policy contexts, from developmental states to post-conflict states;
4. the role of different types of knowledge (e.g. participatory research and impact evaluations) in evidence-informed policy processes and implications for knowledge democratisation;
5. the value of new theories in debates on knowledge, power and policy – from complexity theory and innovations systems to feminist epistemology and cultural theory; and
6. the need for knowledge translation processes, such as research synthesis and audience-sensitive reframing of arguments.

One example of this work has been our research study with UNICEF, outlined on page 22, confirming the importance of social protection in tackling child poverty in West and Central Africa.

Capacity development

Using knowledge requires particular skills. We develop the capacities of donors, civil society organisations and governments through targeted workshops and collaborative projects at individual, organisational and system levels.

At the individual level, we support researchers, communicators and policy-makers through workshops and mentoring. Our work at the organisational level is seen in the Research to Policy Project, run by the Centre for Analysis and Forecasting at the Vietnam Academy of Social Science (VASS) with ODI, funded by IDRC.

The project uses a range of communication channels, from policy briefs to personal dialogue, to help shape the ability of legislators to make decisions based on independent information sources.

In a parallel UNDP-funded project, RAPID is implementing an organisation-wide capacity development programme to introduce a more systematic approach to research communication and policy engagement for VASS as a whole.

At the system level, capacity-building focuses on the environment for national and regional innovation, and on the supply of and demand for policy research. The emphasis is on developing coherent strategies and policies; and effective

The Mwananchi programme

The Mwananchi programme, funded by DFID’s Governance and Transparency Fund, aims to promote citizen engagement to strengthen transparency in seven African countries: Ethiopia, Ghana, Malawi, Sierra Leone, Southern Sudan, Uganda and Zambia. Launched in 2008, the programme has identified partners at country level, from civil society organisations and media, to traditional leaders and parliamentarians. Together, they have defined the scope of the programme through workshops to increase understanding of the specific country circumstances. The partners are now drawing up a list of existing organisations, projects and approaches on governance in each country, before setting out the exact measures needed to boost both transparency and accountability.

Policy research can have far-reaching impacts on programme design and budget allocations, with tangible impacts for the poor and marginalised

Right: RAPID acts as a hub for a whole range of global and regional knowledge networks.

coordination within and across sectors and among different policy actors. Examples include the DFID-funded Trade and Poverty in Latin America project (COPLA), which fosters links between representatives of civil society, micro, small and medium enterprises, NGOs, researchers in think tanks and academia, local mayors, ministerial actors in the trade and social policy sectors, the Inter-American Development Bank and the Organization of American States.

In addition to the ROMA workshops that have been running since 2006, we launched research communication workshops in 2008, helping budding policy and social entrepreneurs promote policy change in favour of the poor.

Partnership building

As well as providing funding, technical support and mentorship, RAPID provides partners with grants for research projects and staff training; advice to think tanks facing governance challenges; and human resource development, including staff exchanges and secondments. To channel this support, ODI facilitates the ebpdn, a global network for evidence-based policies. And we support the Outcome Mapping Learning Community, on behalf of IDRC, giving practitioners a platform to share learning and good practice.

www.odi.org.uk/rapid



Rural policy and governance

The Rural Policy and Governance Group at ODI aims to inform and inspire national and international debates on rural poverty reduction and sustainable development.

Climate change, environment and forests

ODI's team on Climate Change, Environment and Forests tackled a range of issues in 2008-2009. In addition to its successes around Reduced Emissions from Deforestation and Degradation (REDD), outlined in the Story of Change on page 11, another prominent research theme has been aid delivery for the environment. The move towards general budget support under the Paris harmonisation agenda is putting a new spotlight on how environmental policy is planned for, budgeted and implemented through national institutions. Several programme publications explored this theme during the year.

www.odi.org.uk/ccf

Protected livelihoods and agricultural growth

ODI helped to influence the UK Government's thinking on biofuels targets in 2008. The Gallagher Review, ordered by the UK Departments for Transport and for Environment, Food and Rural Affairs, recommended that the UK proceed more cautiously towards the European target of replacing 10% of transport fuels by renewable fuels across Europe by 2020. The recommendation was based, in part, on the work of ODI, which showed that the pursuit of biofuels targets in developed countries would mean small increases in poverty and food prices in the developing world. As a result of this, and the doubts raised in the Review about the likely impact of biofuels on greenhouse gas emissions, the UK is now taking a closer look at what biofuels targets mean for the environment and for the poor.

www.odi.org.uk/plag

Tourism

ODI's work on tourism in 2008 included research in Tanzania funded by SNV, the Netherlands Development Organisation. While tourism receipts pour \$1.6 billion into the economy each year – \$43 for every man, woman and child in the country – there

is a vigorous debate on whether this flood of foreign exchange has had any impact on poverty.

Researchers spoke to hotel staff, guides, market stall owners, tour operators, porters and others to track the tourism dollar. They found that Mount Kilimanjaro has the highest proportion of pro-poor spending by tourists of any destination studied by ODI to date – for every \$4 spent by tourists in-country, \$1.2 accrues to poor people in the area. A typical group of 10 climbers, for example, is accompanied on the week-long hike by two guides, 40 porters and two cooks. However, the findings also confirmed the importance of more mainstream tourism. Climbing Mount Kilimanjaro is more 'pro-poor' than going on safari, where only 20% of tourist spending reaches the poor. However, the \$13 million brought in by climbers is dwarfed by the \$103 million brought in by safari tourism each year. The results, presented at a national workshop in Dar es Salaam, plugged straight into a lively national debate on the kind of tourism needed to bring real benefits to local people. One priority is to improve the role of government and park organisations, to ensure the very large sums collected from tourists in park fees and other taxes are used more effectively to benefit poor people living around these extraordinary tourist assets.

www.odi.org.uk/tp

Social protection

ODI's work on social protection spans the entire Institute, with researchers from different programmes working together on this critical issue.

The 2008 highlight was a joint research study with UNICEF, which confirmed the importance of social protection to tackle childhood poverty in five countries in West and Central Africa. In each country, the study has contributed to tangible policy developments.

National forums helped build political consensus on social protection. The Mali forum, for example, led to a five-year plan to strengthen social protection. In Senegal, the study resulted in the design of a national cash transfer programme. In Equatorial Guinea, the forum adopted the 'Declaration of Malabo' on social protection. In Congo-Brazzaville, a 'white paper' on social protection has been adopted. And in Ghana, which already has social protection programmes, the study built consensus on improvements to the Livelihood Empowerment Against Poverty cash transfer programme and the National Health Insurance Scheme.

www.odi.org.uk/spp

With around 75% of the world's poor living in rural areas, ODI's work on rural policy and governance is of growing relevance

Right: Mount Kilimanjaro, where ODI research has revealed extensive pro-poor tourist spending.

Water policy

The ODI-led RiPPLE programme (Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region) aims to remove some of the guesswork from water policy and planning. In 2008, researchers examined how households in Ethiopia respond to climate risk, surveying around 100 rural households that depend on different pastoral and agricultural livelihoods. The findings revealed the critical importance of water for generating income. In other words, this is not only about water for drinking or washing, but also about water for crops and livestock – a neglected area. The study found that the problems households

face are more about access to water than water scarcity. It is the lack of reliable water points, the distances to them and the cost of water transport that are everyday challenges. The methodology piloted in Ethiopia shows how different households are likely to be affected by climate change, and effective ways to build climate resilience for vulnerable people. The results are feeding into dialogue with the Ethiopian Ministry of Water Resources and national climate change strategies, giving policy-makers pointers on effective climate change adaptation plans.

www.odi.org.uk/wpp



The ODI Fellowship Scheme

The Fellowship Scheme gives postgraduate economists an opportunity to work in the public sector of developing countries. Governments in Africa, the Caribbean and the Pacific establish their own priorities in employing Fellows on two-year contracts. Since its inception in 1963, the Scheme has worked in 34 countries. There are currently 81 Fellows in post, working with 23 developing country governments and three regional bodies. There is also an active alumni group of more than 750 Fellows.

Overview by Adrian Hewitt

In a year when economists in the developed world have not – with a few honourable exceptions – covered themselves with glory, it is appropriate for ODI Fellows to speak for themselves about what they have achieved as economists employed by governments in developing countries. Angela, Dan and Will paint a vivid picture of their lives as ODI Fellows.

Any fears of a drop in requests for Fellows proved unfounded. Because we deploy our economists to support public policy and strengthen reforming or even nascent civil service structures, demand in 2009 was, if anything, stronger than ever before. There is clear confidence in the ODI Fellowship brand. This year sees ODI placing our greatest number of African Fellows, and they will gain experience in governments other than their own.

ODI plans to launch the Scheme in two new countries in 2009 – Timor-Leste (drawing on support from the country's World Bank Trust Fund) and Liberia (using our now enhanced core budget). These new placement requests come from countries emerging from conflict, as has happened so many times in recent years. The resulting placements are not always the most comfortable for economists but they offer challenges to which Fellows respond. The Fellowship Scheme will aim increasingly to respond to the demands of governments in post-conflict countries, as we did with Mozambique and Uganda two decades ago and Rwanda over one decade ago (the Scheme is still in demand in all three countries).

This does not rule out the more conventional Fellowship destinations. Our decision in mid-2009 to supply a Fellow to Kenya marks the first request for a Fellow from the Government of Kenya for forty years – since the era when ODI Fellows such as Dr. Vincent Cable MP and Professor Paul Mosley worked in ministries in Nairobi. From there, they embarked on stellar careers in the public policy sphere of the kind we hope, and expect, awaits Fellows like Angela, Dan, Ranil and Will.

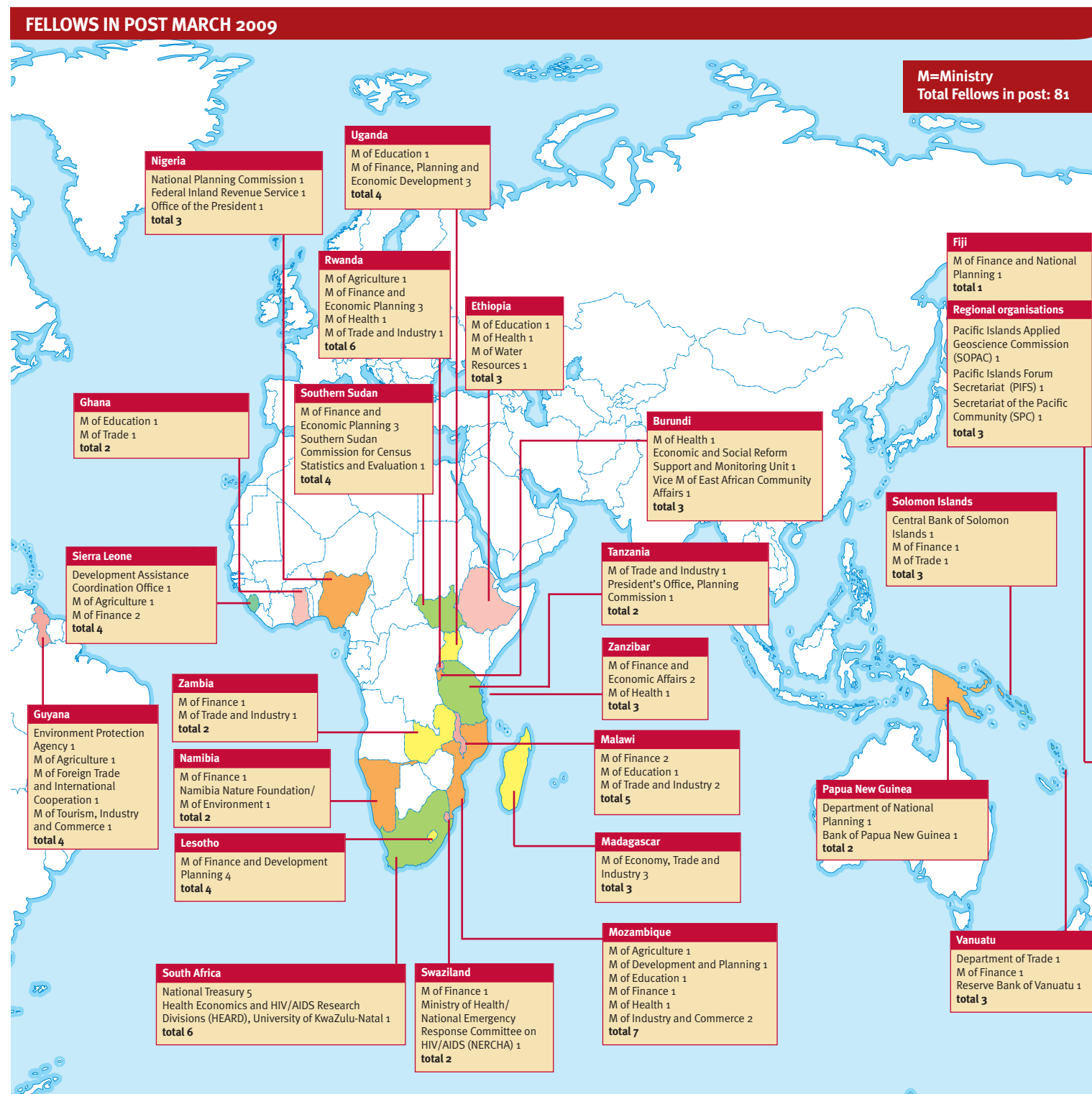
www.odi.org.uk/fellows

Meet the ODI Fellow: Will Davies



Ethiopia Ministry of Water Resources, 2007-2009

It is the variety of experiences that makes the ODI Fellowship so unique. I spent one morning last week presenting a paper at an international conference in Addis Ababa, followed by an afternoon trying to secure foreign exchange to upgrade some basic IT equipment for the Ministry (best offer was three months!). It is often the practical experiences that I have found the most valuable, as they expose me to the scale of challenges facing developing country governments.



'My ODI Fellowship posting, to Malawi's Debt and Aid Management Division, was the most rewarding start to development work I could have asked for'

Ranil Dissanayake, Malawi, 2005-2007

Meet the ODI Fellow: Angela Ambroz



Pacific Islands Applied Geoscience Commission, 2007-2009

It would prove ironic that the first question at my ODI Fellowship interview related to the Stern Review. Eighteen months later, I was sent by my employer – the Pacific Islands Applied Geoscience Commission (SOPAC) – to represent the Pacific at an international workshop in Hong Kong on the economics of climate change.

Workshop participants were treated to a dinner where Lord Stern would give the keynote address. I sat with some colleagues with whom I had chatted earlier that day. There was a hush as, by sheer luck, Lord Stern took the seat next to mine.

Star-struck, I mumbled some nervous salutations, then bent his ear about, among other things, the ODI Fellowship and my work with SOPAC in Fiji and Tuvalu. He must have been struck by my story of Tuvalu's main atoll, the slowly disappearing Funafuti, because he mentioned the particular problems of the Pacific in his final address.

Meet the former ODI Fellow: Dan Gay



Vanuatu, Department of Trade, Industry and Investment, 2002-2004

After my Fellowship I returned to the UK to do a PhD in development economics. My experience as an ODI Fellow contributed enormously to my academic studies, since I felt I knew what it was like to be on the receiving end of development policy. In my case study on Vanuatu, I argued that global economic development institutions should pay more attention to the particular context of individual countries.

After graduating in 2007, the Vanuatu Director of Trade, Roy Mickey Joy (now Ambassador to Europe), asked me to lead a team conducting the Diagnostic Trade Integration Study, part of a multilateral programme of support for trade policy in Least Developed Countries. I then led a similar study in the Solomon Islands, working with a number of current and former ODI Fellows.

I have since worked with the UN on trade policy in Geneva, Mongolia and Kazakhstan, and for DFID in Kenya. I keep in touch with my former colleagues in Vanuatu and still work periodically with the Pacific Institute of Public Policy, set up in Vanuatu by another former Fellow, Nik Soni.

My time as an ODI Fellow was a formative experience, and it is amazing how often I bump into former Fellows around the world. All have positive tales to tell, and donors and governments are also enthusiastic about the Scheme.

ODI Staff

To contact a staff member, please call +44 (0) 20 7922 0300

AU = Acting up
DP = Director of Programmes
PL = Programme Leader
RF = Research Fellow
RO = Research Officer
 › joined during the year
HPG = Humanitarian Policy Group
IEDG = International Economic Development Group
PPPG = Poverty and Public Policy Group
RAPID = Research and Policy in Development Group
RPGG = Rural Policy and Governance Group

Research Staff

Sarah Bailey RO Cash transfers; livelihoods; early recovery and corruption in humanitarian settings

› **Deepayan Basu Ray RO** Human security; conflict; fragile states; international aid architecture

› **Geraldine Baudienville RF** Aid effectiveness; results-based policy; development finance; fragile states; climate change

Kate Bird PL/RF Pro-poor growth; chronic/ intergenerational poverty; trade-poverty links; policy analysis and reform

Neil Bird PL (AU)/RF Environmental aid policy; forest governance and poverty reduction

› **Richard Biscoe** Group Coordinating Officer, RAPID

› **Helena Bodego Lopez** Administration Assistant, HPG

David Booth RF Editor, *Development Policy Review*; governance and development in Africa and Latin America; aid and national policy processes

› **Jessica Brown RO** Climate change and development; carbon markets; international climate finance; low-carbon growth; REDD

Julia Brunt Programme Manager, Chronic Poverty Research Centre

Chloe Byrne Programme Officer, RAPID

Lidia Cabral RF Aid management and policy processes in agriculture and environment; PFM and public expenditure reviews

Massimiliano Cali RF Trade, investment and growth; international migration; urbanisation

› **Roger Calow PL** Water policy, resources and management; linking water science and policy

Eva Cardoso Programme Officer, RAPID

Victoria Chambers RO Governance and development in Africa; neo-patrimonial political systems; fragile states

› **Christopher Coles RO** Value-chain analysis and development; development impact of business; environment and poverty

› **Sarah Collinson PL/RF** Aid architecture; civilian protection; responses to displacement and international migration

James Darcy DP HPG Humanitarian principles; civilian protection; fragile states; needs assessment

Ajoy Datta RO Research and advisory work on policy engagement and the role of think tanks

Priya Deshingkar RF Internal and international migration; remittances; urbanisation; labour markets and rural-urban links

Claire Dillway Programme Officer, PPPG

› **Pilar Domingo RF** State-building in fragile states; accountability; rule of law reform; human rights and transitional justice

Samir Elhawary RO Political economy of war; land issues; forced displacement; state-building, Colombia

Karen Ellis PL/DP (AU) IEDG Business and development; growth and private sector; financial inclusion; competition and trade

› **Jessica Espey RO** Gender; chronic poverty; childhood; exclusion; empowerment, gendered violence; rights

Jojob Faal Programme Officer, RPGG

› **Wendy Fenton** Coordinator, Humanitarian Practice Network

Matthew Foley Publications Coordinator, HPG

Marta Foresti PL Human rights and social justice; accountability and governance; development evaluation

Ursula Grant RO Urbanisation; urban poverty; poverty analysis and dynamics; social policy and inclusive governance

› **Natasha Grist RF** Climate change adaptation; institutional change; livelihoods; NRM; social development

Caroline Harper PL/RF Chronic poverty; childhood and intergenerational poverty; social development; policy processes

Dina Hashem Group Coordinating Officer, HPG

Simon Hearn RO Knowledge; networks; communities of practice; collaboration tools; policy influencing; Outcome Mapping

Edward Hedger RF Public financial management; governance; public sector reform; institutional development

Adrian Hewitt RF European development policy; aid; trade; commodities; WTO; global public goods; development strategy

Kate Higgins RO Poverty and policy processes; pro-poor growth; labour markets; impact, monitoring and evaluation

Nick Highton, PL/RF/DP (AU) PPPG Aid effectiveness and reform; international aid architecture; public financial management

Rebecca Holmes RO Social protection instruments and impacts; social development, gender and household dynamics

Alan Hudson RF Governance; accountability; ownership; sovereignty; parliaments; civil society; policy coherence

Sarah Hunt Programme Officer, RAPID

Francesca Iannini Group Coordinating Officer, RPGG

Marialivia Iotti Coordinator, Research-inspired Policy and Practice Learning in Ethiopia and the Nile Region (RIPPLE)

› **Susanne Jaspars RF** Assessments; food security; livelihoods; cash transfers; nutrition; Horn and East Africa

Harry Jones RO Complexity in aid; politics of knowledge; impact evaluations; equity, inequality, social justice

Nicola Jones RF/PL Comparative policy processes; knowledge-policy interface; gender; childhood; social protection

Nanki Kaur RO Climate change; water policy

Jodie Keane RO International trade; global value chains; traditional and non-traditional markets, goods and sectors

› **Sharada Keats RO** Agricultural development economics; food/nutrition security; shocks/ stresses; international institutions

Jane Kennan RO Analysis of trade and related statistical data

Jeff Knezovich Communications Officer, RAPID

Jenny Laidlaw Programme Officer, RPGG

› **Alberto Lemma RO** Private finance and development; ICT/development; financial systems

› **Henri Leturque RO** Biofuels; agriculture; food security; livelihoods; climate change

Stephanie Levy RF Modelling; pro-poor growth policy analysis; investment; food security; social protection

Kate Longley RF Food security; agricultural relief and rehabilitation; rural livelihoods and chronic crisis

Eva Ludi RF Natural resource management; rural livelihoods; environment; agro-commodities; resource governance

› **Tom MacManus**, Journal Administrator, RAPID

Hafsa Mahtab Programme Officer, PPPG

Ellen Martin RO Aid architecture; humanitarian donorship; internal displacement; protracted crises; East and Central Africa

› **Isabella Massa RO** Financial development; growth; private capital flows; global financial crisis; applied economics

Tari Masamvu Programme Officer, PPPG

› **Anna McCord RF** Social protection; public works programmes; impact; affordability; design; political economy; evaluation

Enrique Mendizabal PL/RF Networks; think tanks; policy influence; political parties; complexity; capacity development; Latin America

Jonathan Mitchell PL/RF/DP (AU) RPGG Pro-poor tourism analysis; value chain analysis; local economic development; project appraisal

› **Samuel Moon RO** Public financial management; budget support integration and reporting systems; aid effectiveness

Jenny Morgan Programme Officer, RPGG

Sobona Mtisi RO Water reforms; policy, process and decentralised water management; impact on livelihoods

Cecilia Norlander ebpdn Coordinator, RAPID

Sorcha O'Callaghan RF Civilian protection, programming, advocacy in complex emergencies; humanitarian principles; Sudan

› **Simon O'Meally RO** Political economy; natural resource management; participation; transboundary waters; climate adaptation

Timothy Othieno RF Conflict; peace-building; state-building; state fragility; political economy, African politics

Sara Pantuliano PL/RF Protracted crises; post-conflict transitions; displacement; pastoralism; land; Horn of Africa; Sudan; Managing Editor, *Disasters*

› **Sara Pavanello RO** Transitional programming; displacement; pastoralism in Horn of Africa; Occupied Palestinian Territory

Arnaldo Pellini RF Evidence-based policy; local governance; decentralisation; social accountability; programme management

Leo Peskett RF Carbon markets; reduced emissions from deforestation and degradation (REDD); bioenergy; climate finance

› **Susan Prowse PL** institutional reform; trade and climate change; regional/bilateral arrangements; trade for development

Portia Reyes Communications Officer, Chronic Poverty Research Centre

› **Mahalia Rimmer** Programme Officer, IEDG

Alina Rocha Menocal RF Developmental states and hybrid regimes; fragile states; state-building; institutions; accountability; aid

Fiona Samuels RF HIV/AIDS; health links to livelihoods; food security; migration; empowerment; service access; fragilities

Sonia Sezille Programme Manager, Africa Power and Politics, PPPG

Bhavna Sharma RO Fragile states; state-building; accountability; non-state actors; civic engagement; gender and rights

Andrew Shepherd RF Poverty analysis and reduction; policy and programme evaluation; rural development; aid management (Director, Chronic Poverty Research Centre)

› **Rohit Singh RO** Private sector; market development; infrastructure; competition policy; industrial policy; corporate engagement; ICT

Rachel Slater PL/RF Social protection; food security and food policy; rural and urban livelihoods

Liesbet Steer RF Aid effectiveness; results-based aid; new aid flows; growth and private sector

› **Heidi Tavakoli RO** Public financial management and reform – central/sector level; decentralisation; aid effectiveness

Dirk Willem te Velde RF DP (AU) IEDG Growth; services and development; foreign investment; state and business; WTO; regional integration

Fletcher Tembo RF Social accountability; civil society and poverty reduction and governance; power and politics

Josephine Tucker RO Water resource management; water-poverty linkages; water policy/institutions; civil society roles

Helena Turgel Group Coordinating Officer, PPPG

› **Milo Vandemoortele RO** Equity-growth-poverty links; polarisation; equity in health; policies for equitable development

Marcella Vigneri RF Agricultural markets; smallholder livelihoods, land productivity; dataset analysis; food security

› **David Walker Assistant RO** Post-emergency livelihoods; knowledge-policy linkages; cash transfers; disaster risk reduction

Cecilie Wathne RO Aid effectiveness; democratisation; mutual accountability

Adrian Wells RF (on secondment)

David White Database and Membership Officer, HPG

Steve Wiggins PL/RF Rural livelihoods and non-farm economies; rural-urban linkages; governance and environment; food

› **Leni Wild RO** Governance, accountability, democracy promotion; aid and development effectiveness; fragile states

John Young, DP RAPID Evidence-based policy; complexity; knowledge systems; communication; think tanks; partnerships

Senior Research Associates

David Brown Governance and social development; forests in climate change policy, especially REDD

Edward Clay Economic and financial aspects of natural disasters; food and nutrition policy, especially food aid and food security

John Farrington Social protection; livelihood diversification; policy processes

John Howell Southern Africa agriculture export trade; Chagos Islands resettlement

Tony Killick Economics and effectiveness of aid; World Bank and IMF; debt; PRSPs; African economies

Simon Maxwell Development theory and policy; poverty; food security; aid and aid architecture

Sheila Page Trade and development; trade policy, WTO and regions; aid for trade; tourism; foreign investment

Christopher Stevens Trade policy, especially EU and WTO; Economic Partnership Agreements; climate change; biofuels

Research Associates

Diana Cammack Politics of aid reform; neopatrimonialism; development and governance; political economic analysis
Paolo de Renzio Public financial management; aid modalities; aid effectiveness; political economy; governance

Adele Harmer Humanitarian aid architecture and financing; aid donorship; security of aid operations

Paul Harvey Humanitarian programming; livelihoods in emergencies; cash transfers; corruption and governance during disasters

David Harrison Tourism as a development tool; corporate social responsibility in tourism; less developed countries and regions

Peter Newborne Water and environment policy and governance; flood management and climate change; sanitation policy

Kate Schreckenberg Community forestry; non-timber forest products; value chains; REDD; forest policy

Robert Tripp Agricultural research/extension; seed systems; natural resource management

Tim Williamson Public financial management; national/sector policy and budget processes; decentralisation

Communications

Joanna Adcock Production Coordinator

Angela Hawke Senior Editor and Staff Writer

Leah Kreitzman Media and Public Affairs Officer

Alice Lemaitre Internal Communications Officer

Sue Martin Interim Head of Communications

Nick Scott Online Communications Manager

Liam Sollis Events Coordinator

Directorate

Alison Evans, ODI Director Poverty; public policy; institutional change and the role of international development assistance

› **Bonita de Boer** Directorate Administrator

Moir Malcolm Company Secretary

Fellowship Scheme

Susan Barron Programme Officer

Adrian Hewitt Head of Fellowship Scheme

Darren Lomas Administrator

Finance and Administration

Alexis Chapman Interim Director of Finance and Operations

Caroline Chawah Finance Officer

Ehima Efeyini Financial Accountant

Sau-Wah Lam Senior Human Resources Officer

Jo-Ann Littley Project and Systems Accountant

Natasha Matthews Recruitment Officer

Keith Miller Project Accountant

Muriel Mostert Senior Project Accountant

Asif Naqvi Finance Officer

Mari Nortier Project Accountant

› **Veerinder Puri** Head of Human Resources

› **Denise Velho Calveche** Human Resources Officer

› **Nigel Watson** Interim Head of Finance

IT and Facilities

Daniel Demie IT Officer

Peter Gee Head of IT and Facilities

› **Robert Labram** Facilities Assistant

› **Ruth Larbey** Receptionist and Publication Sales Assistant

Ven Thangeswaran Assistant IT Officer

Research farewells 2008-2009

Caroline Ashley, Tim Brauholtz-Speight, Simon Burall, Geoff Handley, Zainab Kizilbash, Cecilia Luttrell, Mareike Meyn, Simone Milio, Alan Nicol, Tam O'Neil, Martin Prowse, Tom Slaymaker, Katharina Welle

Major funders 2008-2009*

Agence Française de Développement	Health Economics and HIV/AIDS Research Division (HEARD), South Africa	Swedish International Development Cooperation Agency (Sida)
Agricultural Trade Forum	Heinrich Boll Foundation	Swiss Agency for Development (SDC)
Associated British Foods PLC	HLSP Institute	Swiss Peace
Atos Consulting Ltd	Horn Relief	Trade and Industrial Policy Strategies (TIPS)
Australian Agency for International Development (AUSAID)	HTSPE Ltd	Transparency International
Austrian Development Agency	Imani Development	Tufts University
Bill & Melinda Gates Foundation	Institute of Development Studies	United Nations Children's Fund (UNICEF)
British Council, South Africa	International Committee of the Red Cross (ICRC)	United Nations Development Programme (UNDP)
British Embassy, Jakarta	International Development Research Centre	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Canadian International Development Agency	International Fund for Agricultural Development	United Nations Food and Agricultural Organization (FAO)
Care International	International Organisation Development	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
Catholic Agency for Overseas Development (CAFOD)	International Trade Centre (ITC)	United Nations Office for Project Services
Center for Global Development	International Union for Conservation of Nature (IUCN), Kenya	United Nations World Tourism Organization (UNWTO)
Centre for International Development and Training	IRC International Water and Sanitation Centre	United States Agency for International Development (USAID)
Centre for International Forestry Research (CIFOR) Indonesia	Irish Aid	University of London
Center for Social and Economic Research (CASE)	ITAD	University of Manchester
Coffey International Development	Japan International Cooperation Agency (JICA)	Vietnam Academy of Social Sciences
Commonwealth Secretariat	KfW Entwicklungsbank	WaterAid
Danish Institute for International Studies	Meridian Institute	Wellcome Trust
Danish Ministry of Foreign Affairs	Ministry of Foreign Affairs, Netherlands	William and Flora Hewlett Foundation
Danish Refugee Council	Ministry of Foreign Affairs, Norway	World Bank
Department for International Development, UK (DFID)	Ministry of Foreign Affairs, Sweden	World Food Programme
Department of Foreign Affairs and International Trade (DFAIT), Canada	Netherlands Development Organisation (SNV)	World Health Organization
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH	Norwegian Agency for Development Cooperation (NORAD)	World Vision USA
Ecorys Netherlands BV	Office of the United Nations High Commissioner for Refugees (UNHCR)	World Wildlife Fund, Inc
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European Parliament	Oxfam	
Ford Foundation	Plan International	
Gavi Alliance Secretariat	The Policy Practice	
German Marshall Fund	Soros Humanitarian Foundation	
Harewelle International Ltd		

*Organisations and individuals providing funding of at least £10,000. A complete list of funders can be found in the ODI Trustees Report, available from the Finance Team, Overseas Development Institute, 111 Westminster Bridge Road, London SE1 7JD, United Kingdom.

NB. The list includes some secondary donors, who channel funds to ODI from other contributors.

Finance

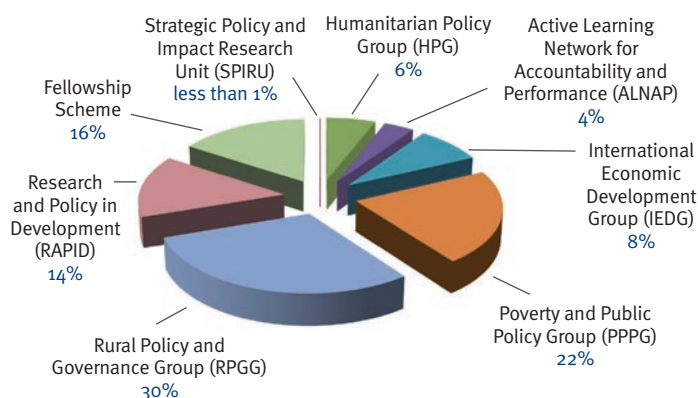
Balance Sheet Summary

	31 March 2009 £	31 March 2008 £
Fixed assets		
Tangible assets	102,676	166,127
Investments (market value)	1,208,792	1,377,026
Total	1,311,468	1,543,153
Current assets		
Stocks	–	44,890
Debtors and cash	5,399,908	4,176,497
Total	5,399,908	4,221,387
Current liabilities		
Creditors and accruals	(4,178,421)	(3,566,560)
Net current assets	1,221,487	654,827
Net assets	2,532,955	2,197,980
Designated funds	102,676	166,127
General fund	2,430,279	2,031,853
Unrestricted reserves	2,532,955	2,197,980

Income and Expenditure Account Summary

	31 March 2009 £	31 March 2008 £
Income		
Grants and project finance	15,769,463	12,739,753
Interest income	14,480	614
Other operating income	437,163	133,428
Total income	16,221,106	12,873,795
Expenditure		
Total staff costs	6,449,456	5,849,340
Depreciation	63,451	63,448
Research and dissemination of information	6,039,764	4,280,877
Other operating expenses	1,156,481	1,038,175
Professional and audit fees	42,073	38,907
Fellowship activities	1,966,672	1,767,372
Total expenditure	15,717,897	13,038,119
Net income/(expenditure)	503,209	(164,324)
Net unrealised investment (losses) gains	(168,234)	3,950
Net movement in funds	334,975	(160,374)

ODI income by group activity 2008-2009



Board of Trustees' Statement

The members of the ODI Board of Trustees confirm that the summarised financial statements on this page are a summary of the information extracted from the full annual financial statements, which were approved on 20 July 2009.

The summarised financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the Institute.

For further information, please consult the full annual financial statements, the auditors' report and the Trustees' Report. Copies of the full annual accounts may be obtained free of charge from ODI, 111 Westminster Bridge Road, London SE1 7JD, United Kingdom.

The summarised financial statements do not constitute full financial statements within the meaning of the Companies Act 1985 or the Charities Act 1993. A copy of the statutory financial statements of ODI, upon which the auditors have reported without qualification, will be delivered to both Companies House and the Charity Commission.

Approved by the members of the Board of Trustees and signed on their behalf by the Chair, Lord Turner, 20 July 2009.

Independent Auditors' Statement

We have examined the summarised financial statements of the Overseas Development Institute for the year ended 31 March 2009.

Respective responsibilities of Trustees and Auditors

The members of the Board of Trustees are responsible for preparing the summarised financial statements in accordance with the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and the Trustees' Report. We also read the other information contained in the summarised annual report and considered the implications for our report if we became aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Basis of opinion

We conducted our work in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion, the summarised financial statements are consistent with the full financial statements and the Trustees' Report of the Overseas Development Institute for the year ended 31 March 2009.

Buzzacott LLP, London 20 July 2009.

Photo credits

This report was prepared by the ODI Communications team with support from colleagues across ODI. Designed by Clifford Singer at Sparkloop.

Cover	Curt Carnemark/World Bank
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Page 25	Angela Ambroz Dan Gay

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Or sign up to our news feeds for automatic alerts whenever new content is added to the ODI website. Just visit: <http://feeds.odi.org.uk/ODI>

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Getting to ODI

Our London offices are on the south side of Westminster Bridge Road, close to the junction with Kennington Road. ODI is one minute from Lambeth North underground station (Bakerloo line) and five minutes from Waterloo railway station.